



Shirley Avenue Community Action Plan

Revere, Massachusetts

May 2014



A collaborative effort between the City of Revere, The Neighborhood Developers, MAPC, and residents, businesses, and others that care about the future of Shirley Avenue.

ACKNOWLEDGMENTS

The Shirley Avenue Neighborhood Action Plan is the result of a ten-month community process during which nearly 150 Revere residents and stakeholders attended public meetings to share their visions for the neighborhood. Thank you to all of the participants for your time and thoughtfulness.

The action-planning process was initiated and led through a partnership between Shirley Avenue neighborhood residents, the City of Revere, the Metropolitan Area Planning Council, and The Neighborhood Developers, as well as a Steering Committee comprised of those partners, residents and other stakeholders. Madden Planning Group provided significant professional planning and technical assistance throughout the process.

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The residents of Shirley Avenue come from many different backgrounds but are becoming closer as a community through a variety of neighborhood events.

INTRODUCTION

Revere is a city of many neighborhoods, defined by their orientation to Broadway, the water, and the hilly topography, but also divided by regional parkways and arterials. The Shirley Avenue neighborhood is unique as one of the most ethnically diverse communities in Revere, tucked into a corner between the curves of Route 1A and the MBTA Blue Line that runs parallel to Revere Beach.

In multiple community forums, Shirley Avenue residents and other participants have expressed their vision for a strong, healthy, and attractive neighborhood that celebrates the diverse multi-ethnic nature of the community. In the future, they see a vibrant business district, inviting open spaces, and economic opportunities for residents and businesses. As a range of issues confront the neighborhood, the community has been reaching across cultural lines to develop a more unifying sense of civic pride.

*“ Each action has a **Champion** who will take the lead in moving the action forward. ”*

The active participation and leadership from residents and business owners has been a hallmark of the current planning process and will be necessary to realize the goals of this plan, given limited resources in the city and other competing

interests. The future of a casino on Suffolk Downs’ property in Revere is as yet undecided but could significantly affect available resources for the city and hence the neighborhood. Other development projects at nearby Wonderland and Revere Beach are on pause waiting for this decision.

The neighborhood has many assets including proximity to the beach, the MBTA Blue Line and bus routes, local schools, and the Massachusetts General Hospital (MGH) HealthCare Center. The business district features small ethnic markets, restaurants, and other shops, surrounded by a range of housing types, many with relatively affordable rents. Yet with imminent change in the surroundings, issues of housing quality and stability, business quality, access to jobs and information become all the more important. To ensure that the neighborhood is welcoming and comfortable for residents, consistent attention must be granted to issues such as safety, cleanliness, and improvements to infrastructure.

The Shirley Avenue Action Plan identifies community priorities with the intent of holding stakeholders accountable for their role in working on these priorities. The stakeholders include individuals, non-profit organizations, City departments, and businesses that have participated in the process and helped shape the Action Plan.

The seven strategies addressed in this plan are:

1. Pursue visionary goals to sustain a thriving neighborhood
2. Connect residents to information, resources, education, and jobs
3. Improve housing conditions and access to housing
4. Celebrate and strengthen neighborhood culture and diversity
5. Support the high quality growth of local businesses
6. Ensure a welcoming, clean, and safe neighborhood
7. Improve the pedestrian environment in the neighborhood.

The plan identifies priority actions under each strategy and assigns a “champion” who will take lead responsibility, working with others to realize the action. During this process, many other issues were identified as potential actions, but actions without champions do not rise to the level of a priority. While much of the focus is on a realistic set of actions that can be realized quickly, the plan also highlights “big dreams” and long-term strategies. These long-term strategies may take several years to accomplish, but as with many things, advocacy must begin now to build public and private support.



Figure 1. Shirley Avenue is defined by its commercial district and surrounding residential neighborhood, which are steps away from Revere Beach and the MBTA Blue Line (commercial areas in and around Shirley Avenue are highlighted).

- Retail/Restaurant
- Office
- Civic
- Industrial/Warehouse
- Public Open Space

VISION

Shirley Avenue will be a strong, healthy, and attractive neighborhood that is welcoming to families and residents of all ages and cultural backgrounds. The neighborhood will have a vibrant business district, inviting open spaces, and economic opportunities for residents and businesses.

In the future, the Shirley Avenue neighborhood will feature a robust business district that serves local residents but also attracts visitors from the beach, other parts of Revere, and elsewhere (Figure 1). People will be drawn to the diverse products and services offered in a comfortable pedestrian environment. Wayfinding and district signage will highlight “Shirley Avenue” and help welcome visitors to the area, whether they are walking, bicycling, driving, or coming via transit. Bell Circle will be reconfigured so that pedestrians and bicyclists are able to navigate more safely between key destinations on either side.

As the “main street,” Shirley Avenue will be well lit and will feel safe throughout the day and evening, with well-managed parking options. Over time, ongoing reinvestment in sidewalks and street trees will improve the pedestrian experience. Other lighting, sidewalk, and stairway improvements will make side streets and other routes feel equally safe.

Training in business management and support services will make it possible for current owners to thrive, adjusting their products to customer demand and perhaps even expanding. With improvements to storefront windows and building facades, customers will readily recognize business offerings and will be enticed to enter. Each business will be responsible for maintaining clean sidewalks, and a combined public and private effort will ensure that trash is properly disposed. A new urban grocery store will expand the availability of affordable fresh fruits and vegetables, meat items and dry goods for local residents while also creating a destination for visitors that will increase foot traffic for all the stores.

A new community center will become an important landmark in the neighborhood. This center will be known for its multi-cultural programming, creating common ground where residents from many different backgrounds and ages can meet and reinforce their shared sense of neighborhood pride. The center will provide community rooms where classes in ESL, GED, and other trainings increase financial opportunities. And new services can be incubated as need arises.

High quality and well-maintained neighborhood parks will provide another space for shared activities and programs for youth and adults. The Friends of Costa Park will ensure that this central



Since the late 19th century, Revere Beach has been a major attraction for the region.



Residents work together to define the future of the neighborhood.



Costa Park has become an important asset for the community.



The Shirley Avenue vision and action steps represent the dedicated work of many residents, business owners, and stakeholders that care about the future of Shirley Avenue.

playground remains a safe haven for young children. The foot of Walnut Avenue could provide a location for community gardens or active recreation, while also offering quiet areas for seating. The new Gateway Plaza will celebrate Shirley Avenue's connection to the Beach and to the MBTA station, making the neighborhood more visible and more welcoming to visitors.

Residents in the neighborhood will have access to quality housing, including new units developed to meet the needs of different household sizes, incomes, and age groups. Many property owners will take advantage of new and existing loan products to rehabilitate

the existing housing stock, including lead-paint abatement, weatherization, and other improvements. The Revere Housing Authority's continued capital investment in deteriorated properties will transform these residential properties into a neighborhood asset. Better access to information about landlord-tenant rights and responsibilities will improve relationships throughout the neighborhood.

Working through many committed organizations, residents will have better access to information and support services related to education, jobs, and other necessary

resources. This information as well as other policies and regulations will be translated into multiple languages, with a particular emphasis on reaching new residents. With increased financial stability and a sound housing stock, the residents will be well-positioned to work on community activities that will further strengthen neighborhood culture and diversity.

PROCESS

The Shirley Avenue Action Plan has developed out of a growing awareness of the need for neighborhood-based advocacy and a shared commitment to positive change. Because of its diversity, Shirley Avenue has historically lacked a unified voice, but over the course of the last year, 144 residents, business owners, and other stakeholders have participated in, and informed, the Shirley Avenue Action Plan.

In January 2013, the Revere Community Committee established the Ward 2 Development Task Force. The Task Force developed a mission “to lead an inclusive community visioning process to create a shared action plan that supports a vibrant Shirley Avenue neighborhood” and identified the six goals listed below:

1. Celebrate and preserve the culture and diversity of the neighborhood;
2. Encourage and partner in the development of quality housing choices for people of all ages and income levels;
3. Provide and create economic and learning opportunities to ensure our resident base is vital and strategically positioned to succeed (financially and professionally) in the future;
4. Encourage high quality growth of local business, while strengthening our current merchant base;

5. Transform our community into a welcoming environment for visitors and residents alike; one that is clean, healthy, vibrant, and sustainable; and
6. Forge a social compact, between community stakeholders and the City that defines an explicit process and a shared accountability for implementing the Action Plan.

With this foundation, the Action Plan began in April 2013, led by The Neighborhood Developers (TND) and the City in partnership with a resident and stakeholder Steering Committee and in collaboration with Metropolitan Area Planning Council (MAPC). The Massachusetts Department of Housing and Community Development (DHCD), NeighborWorks America, District Local Technical Assistance (DLTA), and the Miller Foundation provided funding. Madden Planning Group joined the team in August 2013. The Ward 2 Task Force evolved into the Steering Committee for the project, and its original goals have continued to guide the work.

A number of other planning studies helped establish a framework for the current study, including a neighborhood plan, open space studies, and a housing study (for a complete summary, see MAPC, 2013).

Community outreach for the current Action Plan has been sustained through many different

strategies. On a day-to-day basis, TND has staff on the ground to engage businesses and residents on a variety of initiatives. Throughout the process, staff and volunteers from the neighborhood employed a range of outreach methods to elicit broad participation, including door-knocking, formal and informal surveys, community conversations, phone and in-person interviews. Overall, this effort has strengthened relationships within the community. Marking key milestones during the project, six community meetings were held, first to understand concerns and present research and then to start to prioritize actions and roles. A series of four Steering Committee meetings augmented by Task Force meetings helped set the course of the work (for a complete summary, see MAPC 2013).

With early buy-in, several recommendations have already moved forward into implementation, including 49 new affordable housing units, renovations to some of the Revere Housing Authority properties, Gateway improvements, and several resident-led campaigns and events.



Figure 2. The relatively high property values in Shirley Avenue reflect the greater density in this area and make it more challenging to acquire or improve property conditions.

FINDINGS

Community & Neighborhood Setting

Approximately 6,200 people live in the immediate area around Shirley Avenue (U.S. Census 2010). More than half of the population is foreign born (53%), representing countries and regions from around the world. Within this small walkable district of approximately 150 acres, people of different ethnic origins, cultures, and language groups intermingle. About 73% do not speak English at home and about half speak English less than very well. Approximately 21% moved into the neighborhood within the last year. Of those over 25 years old, only 32% have attained education beyond a high school degree (U.S. Census 2010).

For the approximately 2,000 households, the median income is \$46,638. An estimated 64% are employed, 7% are in the labor force and unemployed, and 29% are not in the labor force. Most residents in the Shirley Avenue area work in occupations such as production, transportation, construction, and maintenance (39%). Another 27% work in service occupations, and 21% work in sales and office occupations. These jobs reflect low levels of educational attainment among residents, with almost 70% having a high school degree or less. A much smaller percentage of residents (13%) work in management, business, science, and the arts (U.S. Census 2010).

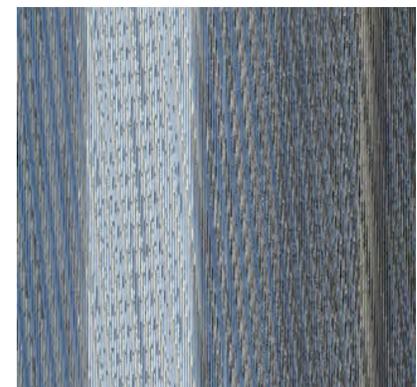
The majority of the residential buildings in the Shirley Avenue neighborhood are three or four family in contrast to the single family homes prevalent in the rest of the city (Figure 2). Over 80% of the properties were built before 1939, and many are on small lots. Approximately 11% of the units are vacant (MAPC, 2013). Approximately 71% of the housing is renter occupied, although many properties have an owner living on site. Within the Shirley Avenue neighborhood, about 52% of owners and 54% of renters are cost-burdened, meaning that they spend more than 30% of their gross income on housing. The neighborhood has a higher poverty rate and lower median income than the rest of the City of Revere, and relatively large average household sizes (MAPC, 2013).

Over 60 businesses offer a variety of goods and services. Professional offices, restaurants, convenience stores, and hair care primarily set the character of the district. Shoppers can also find clothes, jewelry, groceries, and liquor, as well as automobile, home contracting, laundry services, and a local credit union. Most businesses rent their space and have only one or two employees, often family owned; while some are new start-ups, many have been operating for many years (Business Survey, July 2013).

Context for Change

While diligent work at the local level is fundamental, the backdrop of significant change in the area surrounding Shirley Avenue cannot be overlooked. The Massachusetts Gaming Commission will decide in 2014 whether the single casino slated for northeast Massachusetts will be located in Revere or Everett. If located in Revere, the City would realize an initial payment of approximately \$33 million and an annual payment for impact fees and property taxes of \$25 to \$30 million or more depending on casino revenues (Host Agreement, December 2013). A decision to award the casino license to Everett would generate no revenues for Revere, since it is not designated a "surrounding community."

A number of real estate projects are adjacent to Shirley Avenue and will exert pressure on the neighborhood. Most are on pause in anticipation



The neighborhood is well-served by the MBTA Blue Line and bus routes.



Revere Beach is a nearby public resource for the area. Many high rise residential buildings were developed along the beach frontage in the 1980s.

of the casino decision, but development is expected nevertheless. With federal, state and local support, the MBTA recently completed a \$53 million parking garage and pedestrian bridge at the Wonderland Station in order to free up nine acres of beach front land, now designated as Waterfront Square. Nine-hundred residential units, a 100-room hotel, 145,500 sf of office, and 28,000 sf of retail are envisioned as part of this development.

The former Wonderland Dog Track, which is owned by Suffolk Downs, is directly adjacent to the Wonderland Station and could be the site of casino-related hotels or possibly a professional soccer stadium. The Wonderland

Marketplace recently lost its grocery store anchor and is likely to see either new tenants or redevelopment in the future. The nearby Necco plant is not at full capacity and could see additional growth or economic development as well.

The City is currently engaged in the revitalization of the Broadway Core Business District and was recently awarded \$1.5 million for infrastructure improvements to support businesses and new housing in that corridor. With Community Development Block Grant funds, the City is piloting a facade improvement program on Broadway that is being considered for expansion to Shirley Avenue.

Principles

A number of themes surfaced during extensive community discussion, cutting across every topic and generating some basic principles. These principles should be part of the implementation of each action in this plan. They include:

1. **Identify strategies that bridge the multi-lingual community and promote inclusiveness.** Language barriers exist between customers and shop owners, between tenants and landlords, between individuals and those in positions of authority (police, code enforcement, etc.) and are evidenced in the many forms of information that are only provided in English, including neighborhood signs and resources on housing opportunities, jobs, and municipal policies.
2. **Identify available information to be shared, methods to communicate it, and disseminate it widely.** In almost every arena, residents and businesses were not aware of existing resources and programs.
3. **Find creative public and private solutions that build on cooperative engagement, coordinated initiatives, and bottom-up action.** Programs are generally underfunded at the federal, state and local levels. Coordination

among multiple non-profit organizations with overlapping missions will improve effectiveness.

4. **Grow resident leadership through engagement and trainings.** In order for the community to advocate for their interests, they will need to strengthen their voice. This process of ongoing engagement also creates common ground and builds stronger relationships within the community.
5. **Anticipate change.** Since change is inevitable and not always predictable, Shirley Avenue stakeholders will need to be aware of outside forces and adapt strategies and business practices to address these forces. The future of the casino, Wonderland Marketplace and Wonderland Dog Track are undetermined, and the build out of Waterfront Square will be influenced by the casino decision.

Approach to Implementation

With a focus on action, the following sections are organized around the **Strategies** and **Actions** that have developed through the community process and conversations with the City, non-profit organizations, businesses and residents, who all will play a role in realizing these recommendations.



New residential development in the neighborhood has provided more housing choices for residents.

Each action has a **Champion** who will take the lead in moving the action forward. In some cases this is direct implementation, but in other cases, it may mean ongoing advocacy that will lead to implementation by others. Some actions are programmatic and operational; some require capital investment; all involve ongoing communication.

As a community compact, many people and organizations will be involved, and these are listed as **Partners**, who may assist in advising, setting policy, funding, providing services, or in other ways. A list and descriptions of the champion and partner organizations can be found in the glossary at the end of this document.

The recommended actions have been narrowed down to those that are the most relevant

and highest priority, with the expectation that they will be accomplished in Years 1 to 3. With different designated champions, they are designed to move forward independently of each other. The Steering Committee and Champions should convene on a regular basis to review the status of the actions, talk about successes and challenges, and brainstorm solutions.

In each of the Strategy sections that follow, context is provided to describe the need for change. A series of actions follow. Under each action, a number of suggested activities are listed, derived from research into best practices in other communities and conversations with organizations involved in the Shirley Avenue neighborhood today.



Figure 3. The Shirley Avenue commercial center is a walkable destination for the surrounding neighborhood, but adjacent highways isolate it from other parts of the city.



The long-range vision imagines an anchor grocery store, a welcoming financial opportunity and community center, and a redesign of Bell Circle to better accommodate bicycles and pedestrians as well as traffic.

STRATEGY 1: PURSUE VISIONARY GOALS TO SUSTAIN A THRIVING NEIGHBORHOOD

A new neighborhood center, financial opportunity center, grocery store, and a business support organization are essential to the residents' vision of a thriving neighborhood and are the foundation for the many other actions to flourish in the long term (Figure 3). Even though resources are not readily available for these projects, they cannot be neglected because they require consistent attention over many years to unfold and become more permanent landmarks in the neighborhood. These actions also offer significant opportunity for coordination and the co-location of services as they all seek to strengthen resident and business district assets.

The community has made great strides in overcoming cultural, language and other barriers to work together on issues of common concern. An attractive indoor community space that feels inviting to all groups could host trainings, senior and youth programming, and other community events. Existing community rooms at the Hyman Towers, Walden House, MGH HealthCare Center, church social halls, and the Irene O'Connell Center are limited in space and were never intended to be every day walk-in centers for the general public. Already many of these spaces are heavily used for resident programming or ESL

and other classes. Nevertheless, and despite the need, most GED, ESL, and other training opportunities are located in Chelsea, Lynn, Salem, and Boston.

Through nearly 150 shopper surveys, Shirley Avenue customers expressed a desire for a grocery store, a pharmacy, and more restaurants and coffee shops. When the Stop and Shop closed in the Wonderland Marketplace in 2012, the neighborhood lost a convenient full service grocery store and pharmacy. Modeling other urban grocers in the region, a building in the order of 6,000 to 11,000 square feet may be possible in some sites along Shirley Avenue and would provide an anchor for the business district, driving foot traffic that would benefit all the stores and restaurants. To take advantage of this scenario, the local markets would need to enhance their focus on special products and customer service.

Working with small ethnic entrepreneurs, a business support organization will need to cultivate individual relationships, conduct informal in-store trainings, build coalitions, and advocate strategically with outside entities. Given long work days and limited access to capital, local business organizations are often difficult to launch in ethnic business districts,

and membership models present barriers to entry. Instead, a first step may be to identify a set of businesses that can provide leadership and mentoring for others and commit to a larger vision for the district. This group can evolve into a board function, but ultimately full or part-time staff support is necessary to coordinate and deliver necessary services. Fund raising for this position needs to take place at the larger city-wide level and may include third party grant funding, tapping into appropriate state and federal programs as available, or seeking out private foundation funding.

The casino proposes to mitigate increased traffic on Bell (Mahoney) Circle by improving traffic flow, but this goal and the current configuration do not address the need for pedestrian and bicycle movements. Residents are able to use buses to reach Broadway and nearby destinations, and the MBTA Blue Line provides service to the larger metro area. For closer destinations, however, many take perilous shortcuts across Bell Circle, including middle and high school students on a daily basis. In the long term, the redesign of Bell Circle should balance pedestrian, transit, bicycle, and automobile movements, along the lines of a "complete streets" approach.

ACTION		CHAMPIONS + PARTNERS
1.1	Establish a comprehensive financial opportunity center in the Shirley Avenue neighborhood	CONNECT; CAPIC; Revere Community School; Women Encouraging Empowerment
1.2	Develop a multi-service center in the Shirley Avenue neighborhood that serves all ages	TND; City of Revere DPCD; Revere Cares; RYiA; City of Revere DPR; Residents; Women Encouraging Empowerment
1.3	Attract a grocery retailer and pharmacy to develop in the Shirley Avenue neighborhood	City of Revere DED; TND; Revere Cares
1.4	Redesign Bell Circle to better serve multi-modal transit, pedestrian and bicyclist needs	Walk Boston; City of Revere DPCD; Residents; Revere on the Move; MAPC, RYiA
1.5	Cultivate a business support organization for Shirley Avenue that builds local business skills, provides resources, offers engagement and promotional activities	Business Owners; City of Revere DED; Office of the Mayor; Residents; Chamber of Commerce

ACTION 1.1: Establish a comprehensive financial opportunity center in the Shirley Avenue neighborhood.

Activities

- Assess needs, existing services, and resources for financial opportunity support.
- Organizations that offer financial opportunity supports collaborate to ensure a full suite of integrated services for the community and an enhanced referral network, and to evaluate co-location of services.
- Secure suitable site and funding in order to implement.

ACTION 1.2: Develop a multi-service center in the Shirley Avenue neighborhood that serves all ages.

Activities

- Engage prospective providers and community members in advancing an advocacy campaign for the center and directing its creation.
- Identify entity or entities to operate and provide programming for the center.
- Identify needs and pursue financing for development and operations.
- Conduct a feasibility study of the synagogue located on Shirley Avenue, as

well as other sites in the neighborhood, as potential development sites for the neighborhood center.

ACTION 1.3: Attract a grocery retailer and pharmacy to develop in the Shirley Avenue neighborhood.

Activities

- Outreach to appropriate grocery and pharmacy retailers and encourage their entrance into the Shirley Avenue neighborhood.
- Promote development of a retail space suitable for a grocery.

ACTION 1.4: Advocate for the redesign of Bell Circle to better serve multi-modal transit, pedestrian and bicyclist needs.

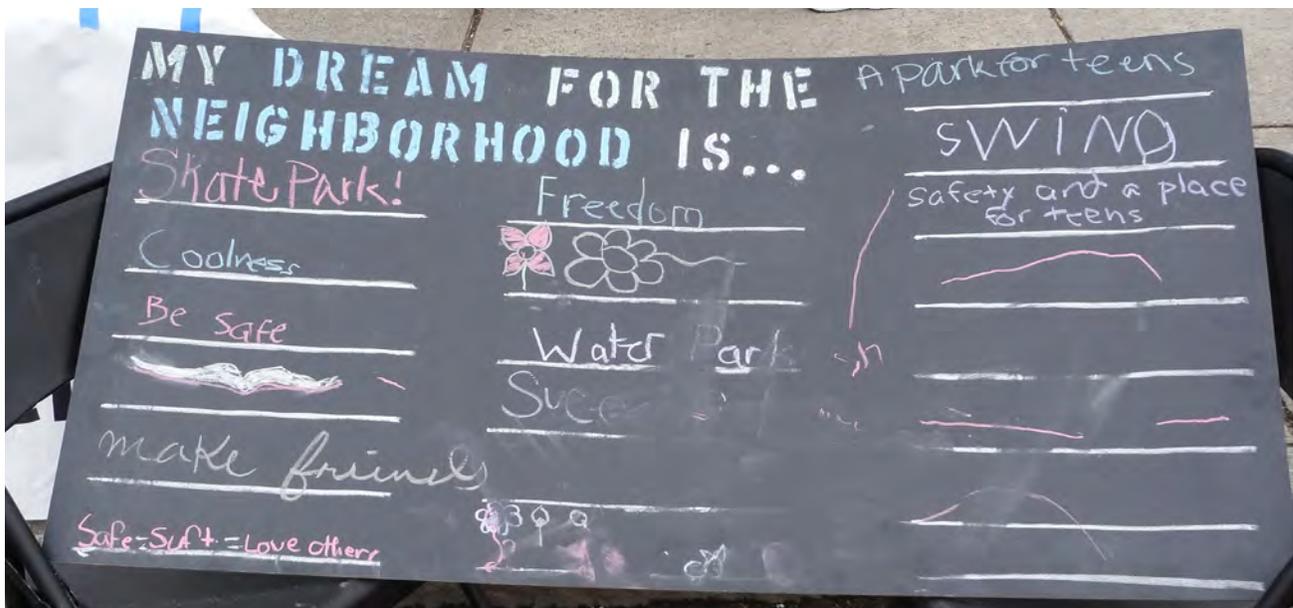
Activities

- WalkBoston, Revere on the Move (ROTM) and Revere Youth in Action (RYIA) to engage constituencies and resident stakeholders to engage pedestrians and bicyclists in defining their usage and needs and in advocating for Bell Circle redesign with municipal and state agencies.
- Secure funds to engage a planning firm in the development of a plan for redesign.
- Use the plan as a basis for funding applications on the state and federal levels.
- If a casino is developed, monitor Bell Circle traffic impacts on pedestrians and bicyclists.

ACTION 1.5: Cultivate a business support organization for Shirley Avenue that builds local business skills, provides resources, offers engagement and promotional activities.

Activities

- Develop a board for the business support organization that includes Shirley Avenue residents and business owners.
- If the casino is brought into Revere, advocate for funds to be allocated towards a business support organization for Shirley Avenue.
- Identify revenue streams and funding sources for business support staff and trainings.



The chalk board gave children a chance to express their dreams for the neighborhood.

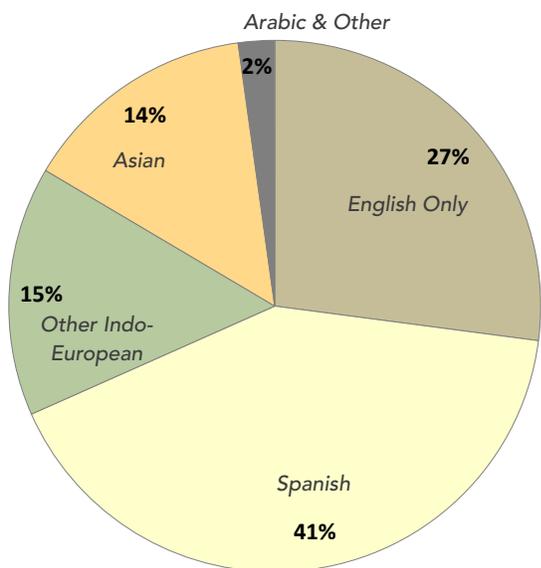


Figure 4. Many different languages are spoken at home in the Shirley Avenue neighborhood (MAPC, 2013).

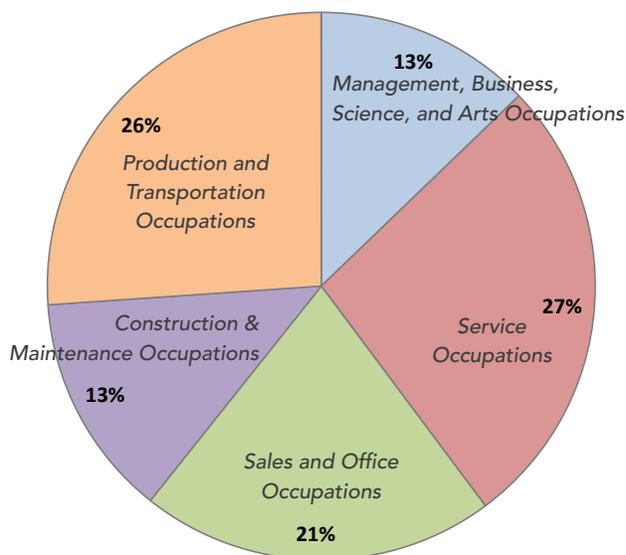


Figure 5. Shirley Avenue residents work in a variety of occupations, with the majority working in service, construction/maintenance, and production/transportation jobs (MAPC, 2013).

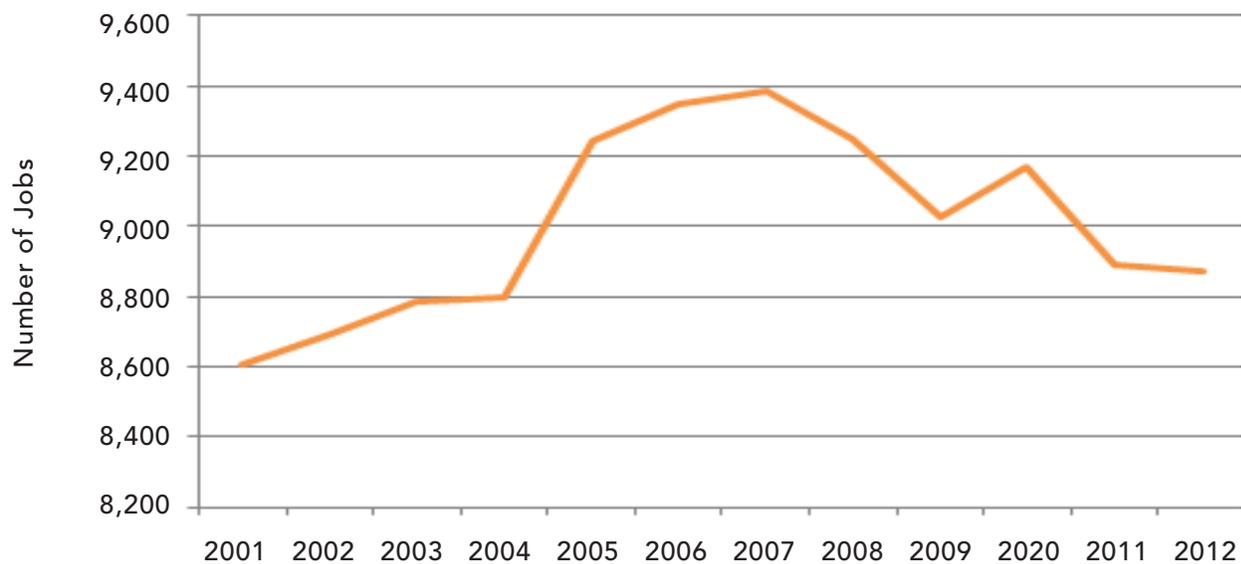


Figure 6. The number of jobs located in Revere has been declining, meaning many residents commute to other communities for employment (Average Monthly Employment, All Industries - Revere, MAPC, 2013).

STRATEGY 2: CONNECT RESIDENTS TO INFORMATION RESOURCES, EDUCATION, AND JOBS

While many programs and resources are available, residents consistently expressed the need for more access to information, especially translations into requisite languages. The City and the many non-profits in the area offer a wide range of services. Understanding what is available and who is responsible can be challenging, especially when factoring in language barriers.

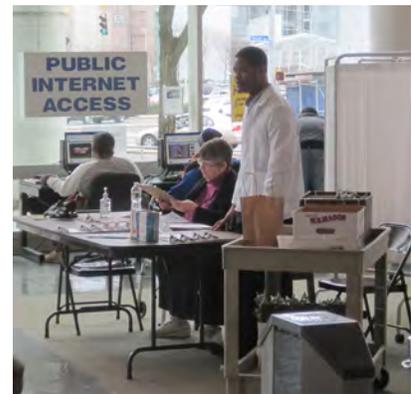
A consistent communication strategy in a central location (physically and online) would help guide residents to necessary information about public health issues, housing, cultural activities, education and jobs. Within the neighborhood, 27% of residents speak English only at home, while 41% speak Spanish, 15% other Indo-European languages, 14% Asian languages, and 2% other languages including Arabic (Figure 4, MAPC, 2013).

The Office of New Revere Residents takes on this coordination and translation mission but operates as a volunteer entity without funding or office space. A one-stop location would refer people to the more technical and specialized advice they might need.

In the Shirley Avenue area, access to education and jobs is particularly challenging. Most residents must commute to other places to find work and only a few are working in the professional and technical jobs that are strong in the region (Figures 5 - 6). The labor force in Revere is approximately 26,000, yet the current jobs in the city are only about 8,900, down from 9,400 in 2006. From this neighborhood, 63% travelled 30 or more minutes to work, and 41% relied on public transit (US Census).

Many workforce development opportunities may exist, but few of them are immediately convenient for Shirley Avenue residents. Some local programs do exist and focus primarily on developing necessary job skills: Community Action Programs Inter-City (CAPIC) has a new Workforce Development Program; Revere CARES offers a Service Learning Program; and Women Encouraging Empowerment (WEE) provides ESL classes, counseling, and trainings focused on immigrant women (MAPC, 2013).

In Chelsea, programs and trainings are available to Shirley Avenue residents but are not as convenient. These opportunities include General Education Development (GED) classes; financial, educational, and career counseling at CONNECT; and classes at Bunker Hill Community College.



Workforce development depends on access to information, opportunities for training and education, mentors within the community, and partnerships with large employers.

	ACTION	CHAMPIONS + PARTNERS
2.1	Develop a communication strategy to disseminate relevant public health, housing, municipal policy, and cultural event information to residents of the Shirley Avenue neighborhood	Office of New Revere Residents; Revere CARES; Ward 2 Councilor; Office of the Mayor; TND
2.2	Commit to high standards of inclusive communication in the Shirley Avenue neighborhood	Office of New Revere Residents; All involved organizations, agencies, businesses, and residents
2.3	Connect residents to resources and economic opportunities to improve financial stability and prosperity	CONNECT; CAPIC; Revere Community School; Women Encouraging Empowerment

ACTION 2.1: Develop a communication strategy to disseminate relevant public health, housing, municipal policy, and cultural event information to residents of the Shirley Avenue neighborhood.

Activities

- Create and coordinate a streamlined communication strategy, including through the use of accessible technology.
- Content considerations should include:
 - A widely distributed “Welcome to Revere” guide that includes municipal and non-profit resources.
 - Municipal inspection and reporting processes for neighborhood cleanliness and safety issues.
 - City trash storage and disposal policies and pest and rodent reduction strategies.
 - Existing resources for lead-based paint abatement,

weatherization services and loan products for home improvement or rehabilitation.

- Information on fair housing and tenant / landlord rights and responsibilities.

ACTION 2.2: Commit to high standards of inclusive communication in the Shirley Avenue neighborhood.

Activities

- Secure commitment from public and private non-profit organizations to provide services and materials in Spanish, Arabic, and Khmer.
- Increase the availability of translation and interpreter services for Revere residents and organizations through the creation of a volunteer pool of translators and interpreters, as well as a process for organizations and residents to engage with these resources.

ACTION 2.3: Connect residents to resources and economic opportunities to improve financial stability and prosperity.

Activities

- CONNECT to develop an expansion concept that would include an assessment of capacity and funding needs for furthering services in the Shirley Avenue neighborhood.
- Conduct additional marketing and outreach to the Shirley Avenue neighborhood for services happening at their respective locations.
- Increase familiarity with the network of resources offered in the community and increase referrals to other organizations in response to client needs.
- Tailor trainings to the types of jobs that are projected to grow and that are available to the education levels in the neighborhood.

STRATEGY 3: IMPROVE HOUSING CONDITIONS AND ACCESS TO HOUSING

Shirley Avenue is a compact and relatively dense section of the city with an older housing stock and relatively high vacancy rates. Most housing is multi-family, predominantly rental but often with an owner living on site. The neighborhood sits on higher elevations, with areas west of North Shore Road generally above the base flood elevations, and has many amenities including transit access and Revere Beach.

In the City of Revere, only 8.23% of Revere's housing stock is subsidized, and so the City may have less influence over development initiated through comprehensive permit processes under M.G.L. Chapter 40B (MAPC, 2013). Up to 900 new market rate housing units are envisioned along the beach, which will further erode the City's progress towards meeting the Chapter 40B goal of 10% subsidized housing. Within the neighborhood there is a total of 234 units: 67 units of scattered site public housing and two elderly buildings (118 units); 19 units of affordable housing recently developed by TND; and 30 affordable housing units currently under construction by TND.

Given Shirley Avenue's unique factors, rehabilitation of existing residential properties is a cornerstone to improving neighborhood conditions for all residents. Vacant and distressed properties negatively

affect the living conditions and property values of all around them. Property owners should be aware of existing resources for lead-based paint abatement, weatherization, and loan products, although the amount and availability of funding also needs to increase to meet demand. Tenant / landlord rights and responsibilities also need to be addressed through better communication strategies (Strategy 2).

The area around Shirley Avenue has three different zoning districts. These zones specify the allowable uses, sizes and placements of newly constructed buildings in the neighborhood. The beach front is zoned RC2, for high-rise residential development; Shirley Avenue, Beach Street, and surrounding streets are zoned GB, for mixed-use (including commercial) development up to five stories; and the remaining areas are zoned RB, for one- and two-family homes. The GB zoning district provides a location highly appropriate for moderate- and high-density development, due to its existing mix of commercial and residential uses, and proximity to public transit and recreational amenities.

Due to generally small property sizes along Shirley Avenue, most buildings do not conform to current zoning, and the requirements for minimum lot sizes and parking make development difficult. These conditions often discourage

new, high quality investment, in favor of renovation of existing non-conforming and low-density structures. Opportunities to promote new moderate- and high-density mixed-use development along Shirley Avenue should be encouraged so as to leverage the neighborhood's extraordinary assets, expand the customer base for neighborhood businesses, and provide a transition in scale between high-rise development along the beach and the neighborhood's one- and two-family homes.



The neighborhood has a mix of wood-frame and brick structures, most of which were built before 1939. Most of the housing units are multifamily rental although many are owner-occupied.

ACTION		CHAMPIONS + PARTNERS
3.1	Collaborate to increase funding and expand availability of home rehabilitation loan and grant programs	City of Revere DPCD; CAPIC; Massachusetts DHCD; TND; St. Jean's Credit Union
3.2	Develop more housing for a range of income levels and household sizes and ages	City of Revere DPCD; TND; Revere Housing Authority; Massachusetts DHCD

ACTION 3.1: Collaborate to increase funding and expand availability of home rehabilitation loan and grant programs.

Activities

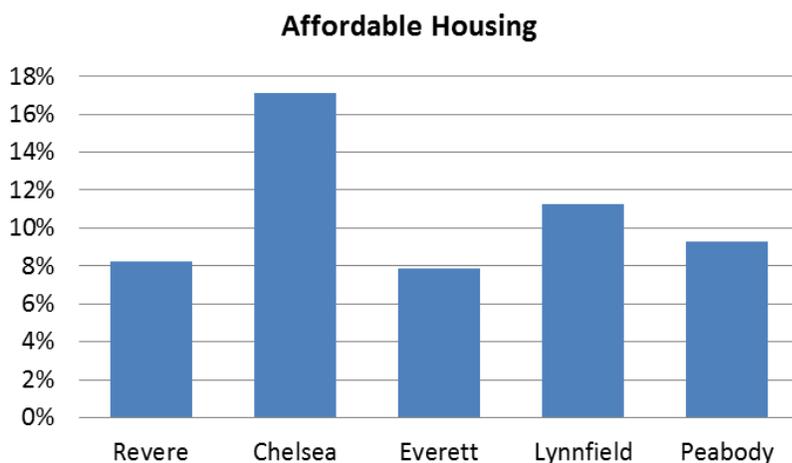
- Develop or bolster existing home improvement grant and loan programming for the residents of the Shirley Avenue neighborhood.
- Consider regional collaboration as a strategy to leverage resources and impact.

ACTION 3.2: Develop more housing for a range of income levels and household sizes and ages.

Activities

- Undertake zoning review and amendment with the City to encourage appropriate density along Shirley Avenue and surrounding area, addressing parking requirements, minimum lot size, and other factors that render most properties non-conforming.

- Develop 50-100 units of new housing at a range of income levels in Shirley Avenue by 2020.
- Pursue larger sites or assemble multiple parcels for high impact residential construction at moderate to high density, including mixed-use development that could accommodate the neighborhood center, grocery store, or other identified community need.
- Pursue scattered site acquisition and renovation of existing housing stock.
- Seek funding and manage renovations to Revere Housing Authority (RHA) units.
- Prioritize distressed and vacant properties for greatest neighborhood impact.



Revere has a relatively low percentage of affordable housing (DHCD, 2013)

STRATEGY 4: ORGANIZE ACTIVITIES THAT BUILD RELATIONSHIPS BETWEEN NEIGHBORS

Community members consider the neighborhood's diversity to be its greatest asset, experienced through shops, restaurants, and the residents themselves. Despite the general appreciation of diversity, there continues to be a lack of intercultural understanding and it is often difficult to move beyond communication barriers.

NeighborCircles, which are informal gatherings held in people's homes, are viewed very positively, and residents have expressed the desire to continue

them. Community members want more opportunities to connect in general, so that they can meet and build relationships with their neighbors. The need to increase understanding and relationships across cultural lines is particularly important. Neighborhood events are more likely to be relevant if the community takes ownership of the activities and celebrations. Many felt that there was value in incorporating the history of the neighborhood and the cultural background of the different ethnic groups into community

events. An integral part of this planning is the availability of appropriate community spaces that inspire connections while celebrating the diversity of cultures and histories.

As a first step towards this vision, in 2014 the Revere Community Committee established an Events Sub-Committee, which is already organizing a celebration of Spring at Costa Park, a neighborhood block party and other events.



Block parties and other events on Shirley Avenue celebrate arts and culture.

ACTION		CHAMPIONS + PARTNERS
4.1	Organize activities that build relationships between neighbors and strengthen neighborhood pride	RCC Events Committee; TND, Revere Beach Partnership; Women Encouraging Empowerment; City of Revere DPR; Residents
4.2	Develop and implement educational activities on neighborhood cultures, histories, and shared issues	TND; RYiA; Women Encouraging Empowerment; RCC Events Committee; Residents

ACTION 4.1: Organize activities that build relationships between neighbors and strengthen neighborhood pride.

Activities

- Continue to establish the neighborhood events committee as a consistent meeting place for residents to strengthen their leadership and their networks by organizing community events, including celebrations, educational activities, and neighborhood improvements.
- Create a robust communications plan designed to encourage broad participation in Shirley Avenue events in collaboration with ONRR (Strategy 2).
- Secure in-kind support and funding for events, as appropriate.

ACTION 4.2: Develop and implement educational activities on neighborhood cultures, histories, and shared issues.

Activities

- Solicit ideas for trainings or events from Shirley Avenue residents, businesses, and organizations.
- Implement trainings and events in the neighborhood, engaging both resident and external facilitators to present histories and cultures.
- Seek public and private grants for events or other materials that require financial resources.

STRATEGY 5: SUPPORT THE HIGH QUALITY GROWTH OF LOCAL BUSINESSES

The Shirley Avenue business district has a foundation for success, including many ethnic markets, restaurants and small local businesses. Focused action is needed, however, to create a cohesive district that can meet the shopping needs of residents while attracting outside dollars from beachgoers and residents from other parts of Revere and beyond. Even small improvements to shop windows, entries, product mix, and customer service can spur existing businesses to greater success. A thriving district also creates an environment that attracts new shops and restaurants, filling in some of the gaps that have formed along Shirley Avenue.

The heart of the business district lies between the Revere Beach MBTA Station and Thornton Street, although the historic street lamps and metered parking do not extend west of Walnut Avenue, creating a break in the character of the district. The synagogue provides a civic landmark along the street but is rarely active. Some shops close during the day, and their metal gratings create a gap and a negative image. A number of residential properties and

one industrial property are interspersed along the street. Surface parking lots that front onto Shirley Avenue provide needed parking but further break the retail frontage. Metered and unmetered parking is available along the street, although broken meters have led to uneven enforcement.

Typically such businesses have limited access to capital, creating a focus on day-to-day operations rather than plans for improvement or expansion. Yet a recent survey of Shirley Avenue businesses highlighted 16 business leaders who were interested in training in the area of taxes, business strategy, and customer satisfaction among other topics. An interest in improvements to storefronts and sidewalk areas was also expressed (Business Survey, February 2014). A stronger business community has already begun to make a difference in addressing some of the parking issues in the area. Strengthening this network can be the impetus for increased funding for private and public sector improvements. As individual businesses invest time and energy into upgrades, they become a model for others to become involved.

“ Shirley Avenue neighborhood will feature a robust business district that serves local residents but also attracts visitors. ”



Shirley Avenue offers a range of different products in interesting shops.



Small ethnic markets fill a demand for convenient local food products.



A see in/see out policy will help new customers know what is being offered.

	ACTION	CHAMPIONS + PARTNERS
5.1	Develop opportunities for networking, skill development, and financial support for business owners in the Shirley Avenue neighborhood	Chamber of Commerce; City of Revere DED; Business Owners; Revere Community School; St. Jean's Credit Union
5.2	Create a branding and marketing plan for the Shirley Avenue neighborhood	City of Revere DED; Residents; Business Owners; TND, City of Revere DPCD, NeighborWorks America
5.3	Improve Shirley Avenue parking locations and policies to support businesses and residents	Business Owners; Ward 2 Councilor; Office of the Mayor; TND

ACTION 5.1: Develop opportunities for networking, skill development, and financial support for business owners in the Shirley Avenue neighborhood.

Activities

- Strengthen relationships between the City, the Chamber, and small business owners on Shirley Avenue.
- Conduct a minimum of 3 trainings each year in the Shirley Avenue neighborhood related to hard and soft business skills, particularly around the areas identified in the January 2014 Shirley Avenue Business Survey conducted by TND:
 - Small business tax information and assistance
 - Small business strategy and planning
 - Creating a strong customer base using social media
 - Social media strategies
 - Store window improvements and other visual marketing

- techniques
- Expand forums for business owners to review local business-related policies and connect with City officials.
 - Hold Chamber of Commerce networking events in the Shirley Avenue neighborhood.
 - Host a booth showcasing Shirley Avenue businesses at the Revere Beach Sand Sculpting Festival.

ACTION 5.2: Create a branding and marketing plan for the Shirley Avenue neighborhood.

Activities

- Develop a business directory, shoppers' map, and online presence to promote existing stores.
- Document the key assets of the business district; develop tag line, logo or other identifying features that could be used on banners, brochures, flyers, online, and

in other materials; target key markets and related events such as the beach and Blue Line stations.

ACTION 5.3: Improve Shirley Avenue parking locations and policies to support businesses and residents.

Activities

- Conduct parking occupancy counts and compile business owner, patron, and resident parking needs in the Shirley Avenue neighborhood.
- Conduct forums with City staff and officials to express concerns and to ensure that broken meters are fixed.
- Identify alternative policies or strategies for parking based on the needs of businesses, customers, taxi drivers, and others.

STRATEGY 6: ENSURE A WELCOMING, CLEAN AND SAFE NEIGHBORHOOD

Residents in Shirley Avenue have consistently ranked a clean, safe, and accessible neighborhood as a top priority (February 2014), consistent with the 2012 MGH Community Needs Assessment. Community efforts have focused on improving neighborhood pride and building ownership for the care of public spaces, involving public, private, and non-profit responsibility. And while progress has been made in reducing crime, ongoing communication between the community and the police is necessary to sustain relationships and trust.

Costa Park is a centerpiece in the neighborhood since it was rebuilt in 2012. However, some equipment has broken, trash is sometimes an issue, and older children and adults have sometimes misused the space. The roles and responsibilities for the repairs, day-to-day upkeep, and enforcement of park rules has been an ongoing conversation between residents, local non-profits, and the City.

The image of the neighborhood suffers from litter and occasional dumping, impacting community pride as well as the ability of local businesses to attract new customers. The dumping of

large household items often occurs at the lower dead end of Walnut Avenue. A permit to have bulk items picked up by the City can only be obtained by visiting City Hall during office hours, a requirement that may encourage illegal dumping. Often there is litter on the street, and dogs are not consistently curbed. Even new public trash receptacles are sometimes overflowing. A Revere Community Committee Cleanliness Sub-Committee is ready to take on a leadership role, but these issues will require the participation of residents, businesses, landlords and the City.



Residents have been working together to clean up the neighborhood streets and parks.

ACTION		CHAMPIONS + PARTNERS
6.1	A Revere Community Committee (RCC) Cleanliness sub-committee leads cleanliness campaigns and increases accountability as needed	RCC Cleanliness Committee; TND; Revere Beautification Committee; Ward 2 Councilor; City of Revere ISD; City of Revere DPW; City of Revere DPR; Residents
6.2	Advocate for improvements to bulk item disposal	RCC Cleanliness Committee; Kimball Avenue NeighborCircle; City of Revere ISD; City of Revere DPW; Residents
6.3	Establish Friends of Costa Park to steward and oversee park programming, cleanliness, and maintenance	TND; City of Revere DPR; City of Revere DPW; Ward 2 Councilor; Residents
6.4	Create a regular forum for neighbors, City officials, and police officers to discuss safety concerns and reporting	RCC; Ward 2 Councilor; Revere Police Department; Revere Fire Department; Women Encouraging Empowerment; RYiA
6.5	Empower youth to lead community engagement and violence prevention efforts in the neighborhood	RYiA; Revere Police Department; CAPIC; Revere CARES

ACTION 6.1: A Revere Community Committee (RCC) Cleanliness sub-committee leads cleanliness campaigns and increases accountability as needed.

Activities

- An annual cleanliness campaign develops resident, business, and institutional leadership in addressing specific cleanliness issues in the neighborhood, such as littering, dog waste, dumping, and misuse of dumpsters.
- Clean-up days provide targeted improvements and increase community ownership of cleanliness goals.

- Install multi-lingual signage that discourage dumping, littering, and dog waste. Advocate for and install additional public trash receptacles, and ensure that those already in place are emptied and well-maintained.

ACTION 6.2: Advocate for improvements to bulk item disposal.

Activities

- Develop additional outlets for bulk item sticker sales, such as local businesses.
- Consider neighborhood bulk pick-up days to assist the pick-up of items for people without access to a vehicle or with disabilities.

ACTION 6.3: Establish Friends of Costa Park to steward and oversee park programming, cleanliness, and maintenance.

Activities

- Strengthen the maintenance plan for Costa Park and manage relationships with policy partners and service providers.
- Partner with other organizations to engage residents in an event series at the park.
- Create a communication strategy between Friends of Costa Park and the community for events and issue reporting.

ACTION 6.4: Create a regular forum for neighbors, City officials, and police officers to discuss safety concerns and reporting.

Activities

- Develop a set of topic areas of interest regarding safety in the Shirley Avenue neighborhood and host forums on those topics.
- Provide translation and interpreter services to ensure that all residents are included in the conversation.
- Conduct an educational campaign around Revere Police Department practices and reporting systems.
- Integrate police officers into community events to build relationships and understanding between the Revere Police Department and residents.

ACTION 6.5: Empower youth to lead community engagement and violence prevention efforts in the neighborhood.

Activities

- Support the hire of a City staff person to focus on city-wide youth development and healthy relationships efforts.
- Engage youth in the development of community activities and events
- Create opportunities for youth and the Revere Police Department to develop relationships through activities, such as basketball or other sports.



Everybody has a role to play in keeping the neighborhood clean.

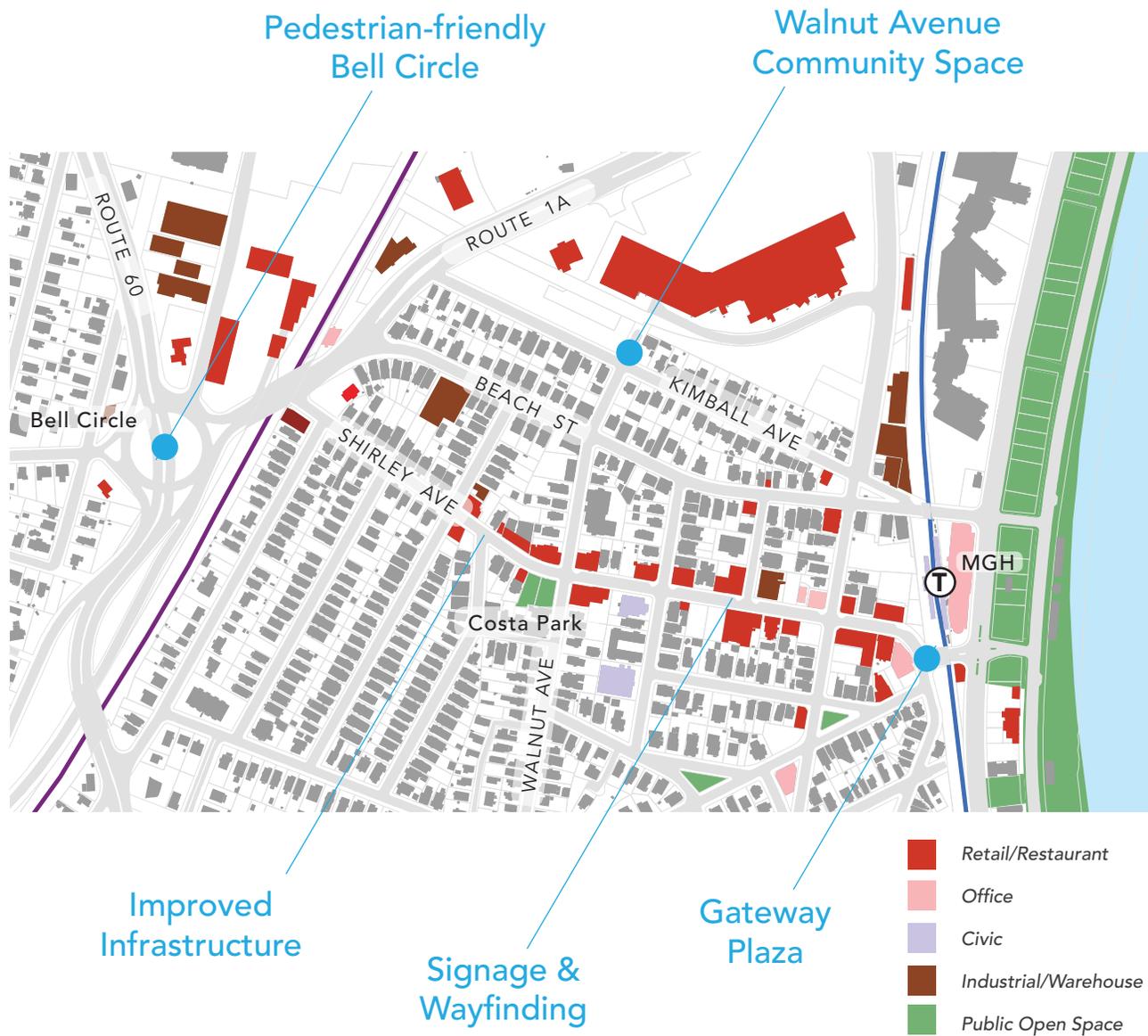


Figure 7. Investment in lighting, streetscape and other infrastructure will make Shirley Avenue and the nearby Bell Circle a safer and more welcoming environment. Signage and wayfinding will help people find their way into the business district, while improvements to the neighborhood’s “Gateway” at the MBTA Station and the end of Walnut Avenue will create more places for community gatherings.

STRATEGY 7: IMPROVE THE PEDESTRIAN ENVIRONMENT IN THE NEIGHBORHOOD

The rebuilding of Costa Park was transformative, offering an attractive open space in the heart of the neighborhood. Improvements to parks, sidewalks, and other elements of the pedestrian environment have also been completed in the recent past, but ongoing investment is required to keep streets safe for walking and to foster community pride. New open spaces can create other opportunities for community gatherings or for special activities in this relatively dense neighborhood (Figure 7).

Two areas stand out as new public spaces. Concepts for the Gateway Plaza and Sculptural Arch offer ways to mark the entry

into the neighborhood at the Revere Beach MBTA Station. Residents have suggested that the foot of Walnut Avenue, north of Kimball Avenue, could be repurposed to make space for a community garden, court games, or passive seating areas, while enhancing the pedestrian connection to Wonderland Marketplace. This publicly owned street space is 100 feet by 50 feet, just a little smaller than Costa Park, but as an empty dead end it often becomes a dumping ground.

Shirley Avenue is a one-way shortcut from Bell Circle to the beach, but drivers coming from the beach end up circulating in a loop of one-way streets to

reach business and residential destinations. Better vehicular signage to and within the neighborhood would help orient drivers, while traffic calming measures such as corner bump-outs would ensure that their progress did not conflict with the many pedestrians in the area. Sidewalks and crosswalks need to be improved to ensure safe routes to schools and other destinations. At night, pockets of darkness create a sense of unease that would be alleviated by more consistent lighting fixtures.



The pedestrian environment on Shirley Avenue is uneven, with lights on one side of the street and infrequent street trees.

ACTION		CHAMPIONS + PARTNERS
7.1	Enhance the entrance into the neighborhood with the proposed gateway plaza and sculptural arch	City of Revere DPCD; TND; Revere Beautification Committee; Residents
7.2	Repurpose the end of Walnut Avenue as a community space	Kimball Avenue NeighborCircle; Revere on the Move; TND; City of Revere DPCD
7.3	Address infrastructure improvements in identified problem areas	City of Revere DPW; City of Revere DPCD; Residents; Ward 2 Councilor; WalkBoston
7.4	Identify immediate walkability improvements to pedestrian crossings, wayfinding, signage, and signal timing at Bell Circle	WalkBoston; City of Revere DPCD; MassDOT; RYiA; Revere on the Move
7.5	Improve access and orientation to and within the neighborhood through signage and wayfinding from the beach and regional highways	City of Revere DPCD; TND; Revere on the Move; WalkBoston; Residents

ACTION 7.1: Enhance the entrance into the neighborhood with the proposed gateway plaza and sculptural arch.

Activities

- Secure funding and implement proposed plans.

ACTION 7.2: Repurpose the end of Walnut Avenue as a community space.

Activities

- Increase communication between police and residents to improve reporting and response to illegal dumping.

- Advocate for the repurposing of Walnut Avenue, including a process of deciding and implementing a vision for the parcel.

ACTION 7.3: Address infrastructure improvements in identified problem areas.

Activities

- Implement improvements in identified problem areas, including the stairs between Florence Avenue, Campbell Avenue and North Shore Road; the streets near the Garfield School; the sidewalks

on Kimball Avenue; and the curbs and sidewalks on high visibility streets as recommended in the 2009 Gateway Planning Initiative (Shirley Avenue, Beach Street, Centennial Avenue and North Shore Road).

- Prioritize the addition of historic lighting on the south side of Shirley Avenue and additional lighting on other neighborhood streets with poor lighting conditions.

ACTION 7.4: Identify immediate walkability improvements to pedestrian crossings, wayfinding, signage, and signal timing at Bell Circle.

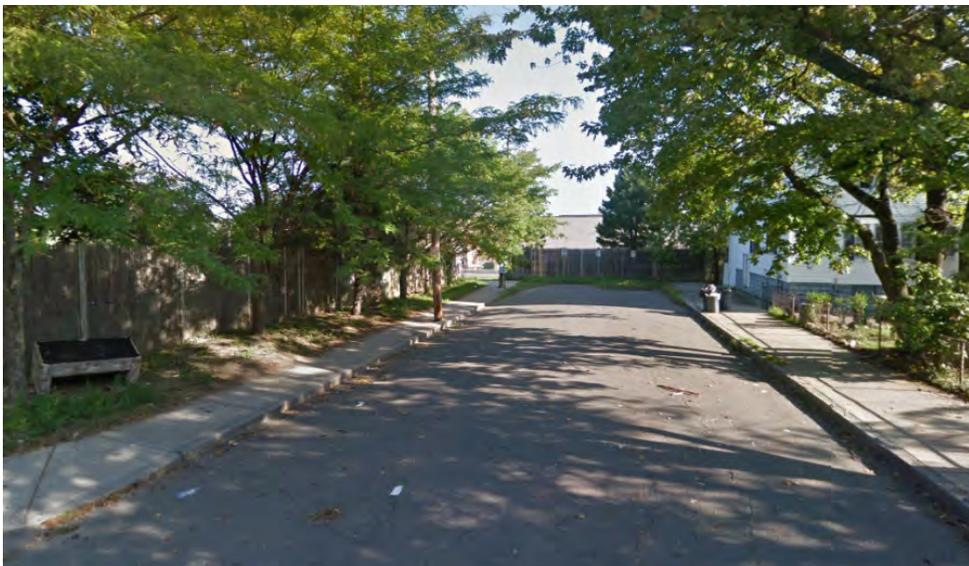
Activities

- Engage residents through WalkBoston and RYiA to identify high priority improvements affecting pedestrians walking through Bell Circle.
- Apply for technical assistance opportunities, such as the Community Transportation Technical Assistance Program offered through the Metropolitan Planning Organization and MAPC.
- Partner with the City of Revere, the Massachusetts Department of Transportation, and other relevant entities to implement suggested changes.

ACTION 7.5: Improve access and orientation to and within the neighborhood through signage and wayfinding from the beach and regional highways.

Activities

- Evaluate the neighborhood and decide on the appropriate locations and types of signs to assist with wayfinding.
- Apply for an urban trail mini-grant through Revere on the Move to assist with the financing of wayfinding.
- Collaborate with City of Revere DPCD to organize a signage installation event.



The end of Walnut Street is an area of approximately 100 feet x 50 feet that could be repurposed into a community open space (Google Streetview).

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GLOSSARY OF STAKEHOLDERS

Chelsea Restoration Corporation

Chelsea Restoration Corporation (CRC) is a community based non-profit agency that has been an integral part of the preservation and revitalization of Chelsea's neighborhoods for almost 29 years. Its mission is to provide quality housing for the area's low to moderate-income families.

City Life /Vida Urbana

City Life/Vida Urbana is a 38-year-old bilingual, community organization whose mission is to fight for racial, social and economic justice and gender equality by building working class power through direct action, coalition building, education and advocacy. In organizing poor and working class people of diverse race and nationalities, City Life/Vida Urbana promotes individual empowerment, develops community leaders, and is building a movement to effect systemic change and transform society. The organization's roots are in promoting tenant rights and preventing housing displacement, and that continues to be its priority today.

Contact: Andres Del Castillo, East Boston/North Side Lead Organizer, (857) 203-2393, andres@clvu.org

City of Revere

The City of Revere is an official partner in the Shirley Avenue neighborhood planning process, and is a key stakeholder in both the design and implementation of the plan. In addition to the Mayor and his administration, elected City Councillors play a major role in local policy and programming. The City also consists of many municipal departments and agencies that act as stakeholders in this plan, including:

- Office of the Mayor – Deborah West, Office of the Mayor, (781) 286-8111, dwest@revere.org
- City Council and Ward 2 Councillor – Ira Novoselsky, Ward 2 Councillor, (781) 289-7031, ira_novoselsky@yahoo.com
- Department of Planning and Community Development (DPCD) – Frank Stringi, Director, (781) 286-8183, fstringi@revere.org
- Department of Economic Development (DED) – John Festa, Director, (781) 286-8181, jfesta@revere.org
- Department of Parks and Recreation (DPR) – Michael Hinojosa, Director, (781) 286-8190, mhinojosa@revere.org
- Department of Public Works (DPW) – Paul Argenzio, General Foreman, (781) 286-8150, pargenzio@revere.org
- Inspectional Services Department (ISD) – Nicholas Catinazzo, Director, (781) 286-8176, ncatinazzo@revere.org
- Revere Housing Authority – Linda Shaw, Director, (781) 286-8080, lshaw@revereha.com
- Revere Police Department (RPD) – Brian Chapman, Sergeant, (781) 284-1212, bchapman@reverepolice.org

Community Action Programs, Inter-City (CAPIC)

CAPIC is a private, non-profit corporation chartered in 1967 and designated to identify and eradicate the root causes of poverty in Chelsea, Revere and Winthrop. The organization is governed by a twenty-one member community-based board of directors that represents public, private, and low-income sectors of the target communities. Programming is extensive and includes childcare and educational services, workforce development, fiscal education, weatherization, fuel assistance, and more.

Contact: Robert Repucci, Executive Director, (617) 884-6130 ext. 114, rrepucci@capicinc.org

CONNECT

CONNECT is a new, innovative center that seeks to help people achieve their financial, educational, and career goals in one central location. CONNECT is a partnership between six of Chelsea's most respected community organizations, including Bunker Hill Community College, Career Source, Centro Latino, Metro Credit Union, Metropolitan Boston Housing Partnership, and the Neighborhood Developers.

Contact: Elsa Jimenez, Connector, (617) 889-1375 ext. 45, ejimenez@connectnow.org

Garfield School

Located in the neighborhood at 176 Garfield Avenue, just three blocks from Shirley Avenue, the Garfield School comprises both public elementary and middle schools. The elementary is a neighborhood school with students from nearby homes and families. The middle school accepts students from across the city of Revere and offers an extended learning day.

Contacts: Adriana Tringale, Garfield Elementary School Assistant Principal, (781) 286-8296, atringale@revere.mec.edu

Danielle Mokaba, Garfield Middle School Principal, (781) 286-8298, dmokaba@revere.mec.edu

Greater Boston Legal Services (GBLS)

GBLS provides free civil (non-criminal) legal assistance to low-income people in Boston and thirty-one additional cities and towns. The help we offer ranges from legal advice to full case representation, depending on client need.

Contacts: For legal assistance with non-criminal matters: (617) 371-1234

For business related issues: (617) 603-1805

Massachusetts Department of Transportation (MassDOT)

MassDOT is the statewide transportation organization. MassDOT includes four divisions: Highway, Rail and Transit, Aeronautics, and Registry of Motor Vehicles. Many infrastructural changes in the Shirley Avenue area (including Bell Circle improvements) fall under its jurisdiction.

Contact: Sara Timoner, Traffic Engineer, (781) 641-8435 sara.timoner@state.ma.us

STAKEHOLDERS

Massachusetts Department of Housing and Community Development (DHCD)

DHCD's mission is to strengthen cities, towns and neighborhoods to enhance the quality of life of Massachusetts residents. We provide leadership, professional assistance and financial resources to promote safe, decent affordable housing opportunities, economic vitality of communities and sound municipal management.

Massachusetts Housing Partnership (MHP)

MHP manages a one-of-a-kind loan pool of over \$1.1 billion for affordable housing. Through 2009, it has used these private-sector funds to provide over \$643 million in low-interest, long-term loans and commitments for the financing of over 15,000 rental units

Metropolitan Area Planning Council (MAPC)

MAPC is a regional planning agency serving the people who live and work in the 101 cities and towns in the metro-Boston area. The agency's mission is to promote smart growth and regional collaboration. Housing and Economic Development are the agency's key focus areas in relation to the Shirley Avenue neighborhood plan. As a public agency, MAPC has access to resources including data and indicators to assist in the plan, as well as knowledge of best practices and precedence from other communities.

Contact: Jennifer Raitt, Assistant Director of Land Use Planning, (617) 451-2770 ext. 754, jraitt@mapc.org

Metropolitan Boston Housing Partnership (MBHP)

MBHP's mission is to ensure that the region's low- and moderate-income individuals and families have choice and mobility in finding and retaining decent affordable housing. All of MBHP's programs and initiatives are designed to encourage housing stability, increased economic self-sufficiency, and the enhanced quality of the lives of those they serve.

Contact: Kate Fulton, Director of Housing Supports, (617) 425-6650, kate.fulton@mbhp.org

NeighborCircles

The Neighborhood Developers provides support to residents interested in participating in NeighborCircles, a series of three community dinners designed to encourage discussion and introduce neighbors to each other. Some NeighborCircles have continued to meet regularly after the third meeting and worked to clean up playgrounds, improve street lighting, safety and parking, increase green space or organize block parties. If a group decides that they want to take on a neighborhood improvement project, TND staff accompanies them in that work, giving financial and technical support.

Contact: Melissa Walsh, Director of Community Engagement, (617) 889-1375 ext. 38, mwalsh@tndinc.org

NeighborWorks America (NWA)

NeighborWorks America is one of the country's preeminent leaders in affordable housing and community development. NWA works to create opportunities for lower-income people to live in affordable homes in safe, sustainable communities that are healthy places for families to grow. NWA accomplishes much of this work through the national NeighborWorks network – 235 independent, community-based nonprofit organizations serving communities nationwide. Together with its national and local partners, NeighborWorks provides grants, programmatic support, training and technical assistance to its national network.

Office of New Revere Residents (ONRR)

The Office of New Revere Residents is an open door center that provides connection to information, resources, and referrals. The Office is a catalyst promoting cultural competent policy, practices, and programming throughout the city. Our goal is to support the well being of our residents by serving as a facilitator in the successful integration into the civic, economic, social, and cultural life of Revere. The volunteer-run organization is still in development and is currently seeking funding and office space within City Hall.

Contact: Deborah West, Office of the Mayor, (781) 286-8111, dwest@revere.org

Office of the Attorney General

The Office of the Attorney General is an advocate and resource for the Commonwealth of Massachusetts and its residents in many areas, including consumer protection, combating fraud and corruption, protecting civil rights, and promoting meaningful economic recovery. The Office is organized into five Bureaus: Executive; Business and Labor; Criminal; Government; and Public Protection and Advocacy. Each bureau is divided into divisions and teams. These Bureaus and Divisions have distinct missions, but work closely together to ensure the Attorney General's Office provides the highest level of public protection.

Contact: Public Inquiry & Assistance Center Hotline, (617) 727-8400

Revere Beach Partnership

The Revere Beach Partnership is a non-profit organization that seeks to strengthen the heritage of Revere Beach as a destination for New England families by preserving the beach's unique historic and natural assets; developing programs and partnerships within the community; and planning ongoing improvements to Revere Beach. The Partnership's main event is the Revere Beach National Sand Sculpting Festival, which is now in its 10th year. The Partnership consists of an executive director, a volunteer board of directors, and other volunteers that share a love for Revere Beach.

Contact: Kaitlyn Montagna, Volunteer Interim Coordinator, (617) 413-8481, kaitlyn@fmpproductions.com

STAKEHOLDERS

Revere Beautification Committee

The Revere Beautification Committee is a non-profit, volunteer organization comprised of residents dedicated to improving the appearance and image of the city of Revere. They work in conjunction with the City and the Massachusetts Department of Conservation and Recreation, among other organizations. Some of the many projects made possible by this collaboration include: flower beds and hanging pots on Revere Beach, an adopt-an-island program for the city's roadways, and trash barrels and planters in commercial districts; in addition to an anonymous hotline for graffiti, dumping, and trash and building code violations.

Contact: Revere Beautification Committee Hotline, (781) 485-2770

Revere CARES Coalition

The Revere CARES Coalition is part of the Massachusetts General Hospital (MGH) Center for Community Health Improvement. The goal of the Coalition is to improve the well-being of Revere's residents by preventing substance abuse and promoting healthy eating, active living, and healthy relationships. The Coalition runs various campaigns and programs addressing these areas of need, including the Gateway Drug Initiative, Revere on the Move, and Youth Empowered for Success (Y.E.S.). The Coalition's partnerships are extensive, ranging from City departments and local community organizations to health centers and MGH centers more regionally.

Contact: Rosina Bowman, Executive Director, (781) 485-6132, rbowman@partners.org

Revere Chamber of Commerce

The Revere Chamber of Commerce offers a variety of services to its members, including networking, trainings, advocacy, and promotional opportunities.

Contact: Christine Viarella-Gomes, Administrative Assistant, (781) 289-8009, info@reverechamber.org

Revere Community Committee (RCC)

The RCC is a community advisory committee convened by The Neighborhood Developers (TND) to guide its work in Revere. The Committee is comprised of a mix of Revere residents, community leaders, and TND staff. The RCC aims to meet at least six times per year. Meetings over the past year have been heavily dedicated to the Shirley Avenue neighborhood action-planning process. A number of sub-committees of the RCC have been formed as a result of the planning process and are supported by a TND staff person, including:

- Events Committee
- Cleanliness Committee
- Friends of Costa Park

Contact: Melissa Walsh, Director of Community Engagement, (617) 889-1375 ext. 38, mwalsh@tndinc.org

Revere Community School (RCS)

Revere Community School understands that learning is not confined to the school-day classroom nor to school-age students. RCS unites life-long learners with community and partner resources to empower its adult learners and encourage workforce development; financial literacy; health and wellness; community awareness; and civic participation. RCS offers learning opportunities from informational seminars to credit-bearing college courses for Revere and neighboring residents of all ages to contribute to a diverse, interdependent, and changing world.

Contact: Fatou Fatty, Director, (781) 333-2061 Ext. 51424, ffatty@revere.mec.edu

Revere on the Move (ROTM)

The Revere CARES Coalition created the “Revere on the Move” campaign to carry out the work of creating a healthier community. The campaign aims to support initiatives that increase access to healthy foods and opportunities for physical activity in the city of Revere. Revere on the Move is supported by the Revere CARES Coalition, the City of Revere, and Mass General Hospital, and funded by Partners Healthcare, Mass in Motion, and the Massachusetts Department of Public Health. The campaign includes an extensive list of community partners.

Contact: Sylvia Chiang, Food and Fitness Manager, (781) 485-6161, srchiang@partners.org

Revere Youth in Action (RYiA)

Revere Youth in Action, RYiA, is an emerging youth group that has created the “Youth Center for Revere” Campaign. RYiA is both challenging and supporting Revere youth to become leaders, organizers, and critical thinkers by offering educational workshops, leadership and civic engagement opportunities, as well as mentorship and oversight of youth-led-community organizing projects and campaigns.

Contact: Dimple Rana, Volunteer Coordinator, (781) 521-4544, revereyouthinaction@gmail.com

St. Jean’s Credit Union

St. Jean’s Credit Union has a branch on Shirley Avenue, which offers a variety of banking services to its members.

Contact: Stephen Miliotis, Branch Manager, (781) 284-1550 x415, smiliotis@stjeanscu.com

The Neighborhood Developers (TND)

The Neighborhood Developers is the convening organization for the Shirley Avenue neighborhood action-planning process. TND is a community development corporation with a mission to build vibrant and diverse neighborhoods with homes that are affordable to families with a mix of incomes, where people choose to invest in the social fabric, economic opportunities, and built environment. TND’s work is heavily focused on the development of affordable housing, community engagement, and resident asset development through CONNECT programming.

Contact: Melissa Walsh, Director of Community Engagement, (617) 889-1375 ext. 38, mwals@tndinc.org

STAKEHOLDERS

The Massachusetts Small Business Development Center Network (MSBDC)

The Massachusetts Small Business Development Center Network has its Boston Regional Office and Minority Business Center at the University of Massachusetts, Boston. The MSBDC provides a network of resources to help entrepreneurs meet business challenges. Its services include a full range of business advising and training activities.

Contact: Katria Adorno-Vasquez, Training & Client Services Coordinator, 617-287-7750, sbdc@umb.edu

WalkBoston

WalkBoston is a non-profit membership organization dedicated to improving walking conditions in cities and towns across Massachusetts. In the Shirley Avenue area, Walk Boston has been an active advocate for the improvement of walkability at Bell Circle, the Safe Routes to School program, and pedestrian improvements near Revere Beach.

Contact: Julie Demauro, Revere Safe Routes to School Coordinator, (617) 367-9255, jdemauro@walkboston.org

Women Encouraging Empowerment (WEE)

WEE was founded in 2010 with a mission to educate, advocate, protect and advance the rights of immigrants, refugees and low-income women and their families through organizing, leadership development and service delivery. WEE's programs focus on the cultivation of immigrant women's leadership and the creation of a sustainable economy. Organizing is the core value and practice in each of these areas. WEE's board of directors, founders, staff and program participants are committed women and their allies who act as the lead organizers for change in the community.

Contact: Jackie Okanga, Director, (781) 284-4251, okanga@weewomen.org